



Acquisition Reform



**** Update ****

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ACQUISITION REFORM AND CULTURAL CHANGE

The bottom line of cultural change: Our environment must encourage you to be the best you can be. Here's what we need to do to make it happen:

- Empower People. Let them make decisions at the lowest possible level streamline the decision process. To this end I recently delegated the milestone decision authority for 86 of the 106 Naval ACAT III programs to where it belongs - with the Systems Commanders, the PEOs and the Direct Reporting Program Managers.

- Build Partnerships with Industry. Make industry part of the acquisition team as we have done with Integrated Product Teams.

- and Educate Our Workforce.

-Nora Slatkin

Interim training on acquisition reform (AR) is becoming available. The pilot offering of the Department of the Navy (DON) ABCs of Acquisition Reform Trainers Course was held at Fort Belvoir 25-27 October. The purpose of this course is to develop a cadre of Acquisition Reform qualified Naval trainers who can deliver the DON ABCs of Acquisition Reform one day course to the Department's acquisition workforce community.

The Navy's acquisition workforce community consists of about 32,000 members, therefore, an estimated 100, two-person training teams will be required. As a result of the pilot session, both the train-the-trainer and one day course material were revised. The first of the regularly scheduled train-the-trainer sessions began 15-17 November with five follow-ons.

Information on both the train-the-trainer and future one-day courses may be obtained from the points of contact listed below:

Name	Organization	Phone
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Steve Brown	NAVSEA	(703) 602-3571
Kathy Mills	SPAWAR	(703) 602-3468
Robert Morris	NAVSUP	(703) 607-0713
Joyce Runyan	NAVFAC	(703) 325-9019
Mike Halloran	MARCOR	(703) 640-2427
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EDUCATING THE ACQUISITION WORKFORCE

DAN PORTER BECOMES NEW AR DIRECTOR

Mr. Dan Porter, formerly PEO Undersea Warfare, is now the Director of Acquisition Reform. Mr. Porter brings the PEO perspective to the Department's acquisition reform initiatives, and will continue the efforts begun by Mr. Tim Douglass, who replaced Mr. Porter as PEO Undersea Warfare. Mr. Porter serves as the DON focal point for Naval Acquisition Reform. As Mr. Douglass before him, one of Mr. Porter's primary functions is to help you apply acquisition reform principals to your programs and problems. Questions, suggestions or contributions of any kind on acquisition reform can be put forward to Mr. Porter at (703) 602-2852.

MASTER PROGRAM PLAN (MAPP) INITIATIVE

Historically, throughout the acquisition process, a multitude of planning documents has been required. The sheer number of these documents resulted in both redundant and, at times, conflicting information. While the Defense Management Review revisions of DoDD 5000.1 and DoDI 5000.2 helped reduced the number of these documents and the redundant requirements, the Department of the Navy is now going a step further and combining these plans whenever possible. DoDI 5000.2, Section 11-E, Para 2.C. authorizes such consolidations which result in reduced program costs, improve the quality of program information and increase the efficiency of program management.

There are two documents available to achieve these plan combinations, the MAPP and the MAPP User's Handbook. The use of these two books allows a program office to consolidate 45 different plans into a single document. The MAPP contains general program data requirements and a series of annexes which address discrete functional areas. The MAPP User's Handbook provides instructions for preparation of the MAPP and provides additional information on each paragraph of the MAPP. MAPP development guidance and copies of the MAPP/MAPP User's Handbook are available from Mr. Bert Upton, SEA-04E6, at (703) 602-9180.

ELECTRONIC COMMERCE IN CONTRACTING (ECIC)

Aviation Supply Office, Philadelphia, (ASO) has completed the connection of its procurement

system to the ECIC electronic architecture. This ECIC connection allows ASO to request price quotes from vendors, receive responses and place orders, all electronically.

The ASO Integrated Technical Item Management Procurement System is soon to be the first ECIC production procurement system in the Department of the Navy to be up and running using the DOD ECIC electronic architecture standards. This implementation moves ASO closer toward compliance with the Federal Acquisition Streamlining Act of 1994 and is a prerequisite for increasing the simplified purchasing threshold from \$25K to \$100K.

Many of ASO's trading partners, such as McDonnell Douglass, Rockwell International and SYSOREX have already agreed to conduct their business through ECIC at ASO, and ASO continues to add contractors as ECIC trading partners. The Marine Corps Logistics Base in Albany, Georgia and the Ships Parts Control Center in Mechanicsburg, PA have recently completed testing of their ECIC procurement system and will shortly join ASO in being able to contract using ECIC.

For further information, please contact Mr. Matt Nielson at NAVSUP on (717) 790-4437.

AUTOMATED TOOLS FOR PROGRAM MANAGERS - PART 3

The Joint Acquisition Management System (JAMS) is a comprehensive acquisition management planning and tracking tool. It was evolved from "Best of Breed" Army, Navy and Air Force program management and automated acquisition software programs. The JAMS goal is to provide seamless operation of the software tools an acquisition manager needs to manage the complexity of any size acquisition project.

JAMS provides the manager the following functions:

- o Program Scheduling and Tracking
- o Program/Personnel Resourcing
- o Acquisition Document Construction
- o Financial Management/Tracking
- o Unliquidated Obligation Identification

o Comprehensive Reference Center

As JAMS is a continuously evolving system, new functions are constantly added. The result is a totally integrated management information system linked to all individual work stations in an acquisition project.

Features of JAMS include:

- o Modular design for easy modification and decoupling.
- o Context sensitive "HELP" throughout JAMS.
- o Transportable to most common enterprise data base management systems engines.
- o Installs on most PC-based networks.

The JAMS provides the acquisition manager the ability to further stretch scarce acquisition resources and execute the acquisition process in a more timely and efficient manner. For more information on JAMS please contact CAPT Dennis L. Wright at (407)380-8386, Fax (407) 380-4164.

KNOW THY ACQUISITION PROCESS

The keys to turning acquisition reform guidance into acquisition streamlining results are knowledge and experience. Captain Rich Goldsby, the Deputy Program Manager for the Fixed Distributed System (FDS) recently demonstrated these truths at the Space and Naval Warfare Systems Command (SPAWAR).

The FDS is an open ocean, broad area acoustic detection system designed to counter the quieting advances being made in the then threat submarines. However, with the end of the Cold War, these threats were greatly reduced, and reflecting Dr. Perrys acquisition policies, the decision was made to cancel the FDS program at the end of research and development (R&D), placing the technology developed on the shelf. And as the Genie told Aladdin "There's the Rub!" CAPT Goldsby knew that the formal end of the R&D phase was the Milestone III "Production Approval" Decision and to go to a Milestone III review required the successful completion of Operational Evaluation (OPEVAL). Now that the FDS production phase had been cancelled, he reasoned that there was no longer a requirement for a Milestone III decision and if the program didn't have to go to Milestone III then there should be no OPEVAL requirement either.

CAPT Goldsby and Mr. Bob Hobart, the FDS program manager, agreed to propose the elimination of Milestone III and the required OPEVAL. A point paper was prepared and forwarded to RADM Walter Cantrell, COMSPAWAR. Admiral Cantrell concurred in the recommendation and went to the DON Service Acquisition Executive (SAE), Ms. Nora Slatkin, Assistant Secretary of the Navy for Research, Development and Acquisition. As the SAE, Ms. Slatkin approved the streamlined program plan resulting in a \$4.9 million cost avoidance through elimination of these now unnecessary program requirements. Acquisition Reform works!

For further information please contact CAPT Rich Goldsby, at SPAWARSYSCOM on (703) 602-2465, Fax (703) 602-9758.

NGCR-ASIG MEETING

The Next Generation Computer Resources (NGCR) Program held it's first Acquisition and Supportability Interest Group (ASIG) meeting on 15 November in Crystal City, Virginia. The NGCR-ASIG is a government-industry forum furthering the partnering policies of DoD Acquisition Reform and is open to all interested military, industry, academic and government personnel. Its purpose is to identify, understand and promote the use of cost-effective acquisition and support practices for open standards based products in DOD systems. This fully supports DoD policies on the use of performance and commercial specifications, innovative contract management and government-industry partnerships to promote dual-use of the commercial industrial base.

The ASIG meeting set the pattern of presentations by industry, academia and government in the morning session, followed by a mixed industry-government panel discussion in the afternoon session. Presentations reflected the variety of the attendees with a spectrum of presentations:

- "Changes to DoD Acquisition Policies" by Mr. J. A. Delorie of DoD.
- "Industry Perspectives on Applying Open Systems" by Dr. C. Roark, Texas Instruments
- "Overview of the Open Systems Course." by Mr. F. Heuber, Carnegie Mellon University
- "Overview of the Joint Commanders Group on

Communications and Electronics"
by Mr. R. Dyson, Space and Naval
Warfare Command
- "Thoughts from a Current Partner" by
Mr. G. Dool, DY-4 Systems - "The
Military Process, not the Product, is
changing,"
by Mr. Joel Silverman, Radstone Technology.
- "Where do we go from here?"
by Mr. M. Humphrey, VITA

The afternoon session consisted of the panel taking questions from the mixed audience of some 50-60 persons. Questions to the panel covered areas such as commercial vs government specifications; commercial off the shelf/non-developmental items and military specification equipments; performance specifications; etc. The ASIG forum was well received and provided the opportunity to share lessons learned and solutions to common open system problems. The NGCR-ASIG plans to hold formal triannual meetings with smaller ad/hoc meetings as necessary.

For further information on NGCR-ASIG contact Mr. Alex Lewin, Space and Naval Warfare Command, on (703) 602-1470. To join the ASIG and be put on their mailing list, contact Ms. Jennifer Aruffo, Booz-Allen and Hamilton, on (703) 412-7711, Internet aruffoj@bah.com.

SPECS & STANDARDS STRAIGHT-TALK From the DEPSO

DoD conducted an initial Performance Specification Training Seminar on 17-18 November. This was a two day seminar, the first day was spent on general DoD-wide topics, while the second day was dedicated to individual Service/Agency unique training areas. Videotapes of the second day DON workshop are available from the DON DEPSO, CDR Bob Petroka, (703) 602-2389 It is anticipated that a follow-on offering of this training seminar will be held. Stay tuned for future scheduling information on this seminar in the Acquisition Reform Update.